United Nations A/55/676

General Assembly

Distr.: General
8 December 2000

Original: English

Fifty-fifth session
Agenda items 86, 117 and 153

Comprehensive review of the whole question of peacekeeping operations in all their aspects

Programme budget for the biennium 2000-2001

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Implementation of the report of the Panel on United Nations Peace Operations

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the report of the Secretary-General on the implementation of the report of the Panel on United Nations Peace Operations (A/55/502) and the reports of the Secretary-General containing the resource requirements for implementation of the report of the Panel (A/55/507 and Add.1). The Committee also referred to relevant parts of the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809). During its consideration of the reports, the Committee met with representatives of the Secretary-General who provided additional information and clarification.

2. According to the Secretary-General, the objective of his report on implementation (A/55/502, paras. 4 and 5) is to provide supplementary information to the General Assembly in order to facilitate its consideration of the Panel's recommendations. In section III of his report, the Secretary-General focuses on those recommendations requiring further details, the steps that need to be taken and the time frames envisaged to implement them, and provides clarification on the proposed creation of new mechanisms, structures and working methods. For the sake of clarity and in order to further facilitate the Assembly's consideration of the subject, the Advisory Committee has attached to the present report a table provided upon request, which refers to the relevant recommendation of the Panel and indicates the action proposed by the Secretary-General, including the differences involved and the timing proposed for implementation (see annex I).

3. The Advisory Committee points out that the report on resource requirements (A/55/507 and Add.1) was submitted before the Panel's report was reviewed by the Special Committee on Peacekeeping Operations and the Fourth Committee. The normal course would have been to follow the requirements set out in rule 153 of the rules of procedure of the General Assembly.

4. The Advisory Committee notes that several of the recommendations are proposed to be implemented by the Secretary-General as from 1 January 2001. The related resource requirements are described by the

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Secretary-General as an emergency request, in particular as regards the resources requested under the support account for peacekeeping operations, which constitute phase 1 of the implementation of the recommendations of the Panel. However, as indicated by the Secretary-General in the implementation report (A/55/502, para. 6), some of the recommendations of the Panel require further study, and their financial implications will be submitted in a second report to the General Assembly in 2001. A timetable for action to be taken and the various reports which the Secretary-General plans to submit in future in this connection was submitted to the Committee upon request (see annex II).

5. The report of the Secretary-General on resource requirements (A/55/507) outlines the requirements for implementation of the recommendations of the Panel with respect to the programme budget for the biennium 2000-2001 and the support account for peacekeeping operations for the period from 1 July 2000 to 30 June 2001. It also summarizes the changes involved in connection with the reorganization of specific structures, such as the Departments of Political Affairs, Peacekeeping Operations and Public Information, and the establishment of new entities, such as the proposed Executive Committee on Peace and Security Information and Strategic Analysis Secretariat. The addendum to that report contains relevant details concerning structure, staffing and other resources (A/55/507/Add.1).

6. The Advisory Committee notes that, in order to implement the Panel's recommendations, the Secretary-General, at this stage, is proposing additional resource requirements totalling $22,202,900, of which $7,527,300 relates to the regular budget for the biennium 2000-2001, including an increase of 35 posts. The balance of $14,675,600 relates to the support account for peacekeeping operations for the remaining six months of the period from 1 July 2000 to 30 June 2001, including a proposed increase of 214 posts. The General Assembly, in its resolution 54/243 B of 15 June 2000, approved a total amount of 469 support account-funded posts.

7. In this connection, the Advisory Committee notes that the Secretary-General's reports on the resources required for implementation (A/55/507 and Add. 1) do not address the financial implications related to each individual peacekeeping operation, such as the public information or training components of each mission or proposals for projects related to disarmament, demobilization and reintegration activities. In this connection, the Committee notes the comments of the Special Committee on Peacekeeping Operations (A/C.4/55/6, para. 7). According to the Secretary-General, these would be submitted on a case-by-case basis (see, for example, A/55/502, paras. 120 and 139).

8. The Secretary-General does not address any proposals for the conversion of support account posts to the regular budget, as recommended by the Panel (A/55/305-S/2000/809, para. (b)), which will be addressed in the context of the comprehensive review of the management structure, recruitment processes and interrelationships of all relevant elements playing a role in peacekeeping operations within the Secretariat, to be undertaken over the course of the next six months and the results of which will be submitted in 2001 in the context of a second implementation report (see A/55/502, para. 121). The Advisory Committee notes in this connection paragraph 34 of the report of the Special Committee. The Committee stresses the importance of the early completion and submission of this comprehensive "bottom-up" review (see A/54/839, para. 67). It should be completed as soon as possible.

9. The Advisory Committee notes that the ongoing costs of the proposals outlined by the Secretary-General (A/55/507/Add.1) would amount to $71,454,800 in the biennium 2002-2003 at 2001-2001 rates, of which $12,020,500 relates to the regular budget — an equivalent of 0.47 per cent of the current regular budget appropriation — and $59,434,000 relates to the support account — an equivalent of 1.43 per cent of current level of peacekeeping costs for the support account (see A/55/507, para. 31).

10. The Advisory Committee presents its observations and recommendations below on the basis of the section-by-section presentation contained in the reports of the Secretary-General on resource requirements (A/55/507 and Add.1). The Committee will submit its detailed comments and recommendations on the reports and studies referred to in paragraphs 4 and 8 above after the Secretary-General submits them to the General Assembly. In this regard, the Committee wishes to recall the previous decisions of the Assembly concerning the role of the Advisory Committee and the Fifth Committee on matters related to administrative and budgetary questions.[1] The Committee also wishes to draw attention to the need to take fully into account the

rationale for the establishment of the support account and the principles and guidelines approved by the Assembly concerning expenses of peacekeeping operations.

11. The Advisory Committee further points out that, in reviewing the reports of the Secretary-General and making its recommendations, it took into account a number of factors. First, although the Secretary-General describes the present estimates as an emergency request, upon questioning, his representatives acknowledged that not all the proposals in the related resource documents could be classified as emergencies, the postponement of which would lead to an immediate deterioration of present peacekeeping operations in the field. Secondly, the reviews and studies referred to in the reports of the Secretary-General and in paragraphs 4 and 8 above will provide a clearer and more comprehensive picture of what is required to implement the recommendations of the Panel under the regular budget and the support account. Thirdly, the Committee has taken into account all information available, including the report of the Special Committee on Peacekeeping Operations (A/C.4/55/6) and Security Council resolution 1327 (2000) of 13 November 2000. In this connection, the Committee has interpreted paragraphs 34 and 35 of the report of the Special Committee as a statement of policy on priorities rather than as an attempt to determine resources.

12. The Advisory Committee believes that there exists a potential for duplication of work of the political officers in the Department of Peacekeeping Operations and the Department of Political Affairs. Therefore, the Committee recommends that the field of work, the workload indicators and improvement of coordination between both departments be assessed when undertaking the comprehensive review. In the meantime, the Committee reiterates the importance of the observations of the Special Committee on Peacekeeping Operations on the need for coordination and cooperation between the various departments of the Secretariat.

Section 3
Political affairs

13. The restructuring of the Department of Political Affairs proposed in view of the implementation of the recommendations of the Panel includes a proposal for the establishment of an Executive Committee on Peace and Security Information and Strategic Analysis Secretariat; the transfer of the Policy Planning Unit from its current location in the Office of the Under-Secretary-General to the proposed secretariat; and the "measured" strengthening of the Electoral Assistance Division (A/55/507/Add.1, para. 3.30).

14. The Secretary-General proposed an additional $6,399,500 under section 3 of the programme budget for the biennium 2000-2001 to implement the recommendations of the Panel on United Nations Peace Operations. The General Assembly, in its resolution 54/250 of 23 December 1999, had appropriated $137,756,000 under section 3. Of the additional amount, $4,425,300 corresponds to new resources and $1,974,200 corresponds to redeployed resources. The proposed requirements include the establishment of 24 additional posts ($1,283,900), the redeployment of 20 posts from various departments ($1,936,200) and non-staff resources ($3,179,400, including $38,000 to be redeployed from the Department of Public Information) (see A/55/507/Add.1, table 3.3 and para. 3.1).

15. The Secretary-General thus proposes to establish, effective 1 January 2001, an Information and Strategic Analysis Secretariat within the Department of Political Affairs to support the information and analysis needs of all members of the Executive Committee on Peace and Security on the basis of the recommendation made by the Panel on United Nations Peace Operations in its report (A/55/305-S/2000/809, para. 75). According to the Secretary-General, the secretariat, as a "common service", would provide system-wide analysis and assist the Executive Committee in developing policy guidance, and it would report to the Under-Secretaries-General for Political Affairs and Peacekeeping Operations, but its resources would appear under section 3, Political affairs, of the programme budget (see A/55/507/Add.1, paras. 3.3-3.20).

16. The structure of the proposed Information and Strategic Analysis Secretariat would include, besides the Office of the Director, a Strategic Planning and Analysis Service, an Information Management Service with a Cartographic Unit (the latter would be

transferred from the Department of Public Information) and a Peace-building Unit (to be financed from extrabudgetary resources) (see ibid., sect. A, organization chart). The total resources related to the creation of the proposed secretariat amount to $6,063,200, including $3,723,200 in additional resources and $2,340,000 which would be redeployed (see A/55/507, para. 12). The proposed staffing of the proposed Information and Strategic Analysis Secretariat would include 24 posts redeployed from various offices and departments, the use of 7 extrabudgetary posts, the provision of 6 positions as non-reimbursable loans from the Office for the Coordination of Humanitarian Affairs, the United Nations Children's Fund, the United Nations Development Programme, the World Food Programme and the Office of the United Nations High Commissioner for Refugees, and the establishment of 16 new posts (see A/55/507/Add.1, table 3.4). Information provided to the Advisory Committee, upon request, summarizing the post and resource movements from one unit to another as well as the status of those posts proposed to be redeployed is provided in annexes III and IV.

17. The Advisory Committee notes that the Secretary-General has decided not to transfer the Situation Centre of the Department of Peacekeeping Operations, as recommended by the Panel (see A/55/305-S/2000/809, para. 69). According to the Secretary-General, it is necessary to maintain an around-the-clock duty room, essential for contact with the field missions, and because of the integral link of this function with the day-to-day management of operations (A/55/502, para. 48).

18. The functions of each of the organizational units of the proposed Information and Strategic Analysis Secretariat, the related staffing proposals and non-post resources are provided in the report of the Secretary-General (A/55/507/Add.1, paras. 3.6-3.25).

19. The Advisory Committee notes that the Security Council, in part III of its resolution 1327 (2000), stressed the need to improve the information-gathering and analysis capacity of the Secretariat, with a view to improving the quality of advice to both the Secretary-General and the Security Council, and welcomed, in that regard, the clarifications provided by the Secretary-General in his implementation report on his plans for the establishment of the Executive Committee on Peace and Security Information and Strategic Analysis Secretariat.

20. The Advisory Committee notes that the Special Committee on Peacekeeping Operations, recognizing the informational and analytical requirements of the United Nations, mainly with respect to United Nations peacekeeping operations, was of the view that the relevant bodies of the General Assembly should continue to consider the United Nations need in that regard and how best to use existing resources (A/C.4/55/6, para. 13).

21. **Bearing in mind the comments in paragraph 20 above and the comprehensive review referred to in paragraph 8 above, the Advisory Committee recommends that the General Assembly defer a decision in this regard. In the meantime, the Committee is of the opinion that the Secretariat should continue to provide the required information and analysis using the existing structures and resources.**

22. **As regards the Advisory Committee's concurrence for the proposed D-1 extrabudgetary post in the Peace-building Unit (see A/55/507/Add.1, para. 3.19) the Committee is not taking action at this time, in view of the recommendation made in paragraph 21 above.**

23. The Advisory Committee also notes that the Secretary-General is requesting two additional posts ($105,600) for the Office of the Under-Secretary-General for Political Affairs: an additional P-4 post for a political affairs officer and a General Service post for a research assistant (see A/55/507/Add.1, paras. 3.26 and 3.27), in view of the redeployment of the Policy Planning Unit of the Department of Political Affairs to the proposed Information and Strategic Analysis Secretariat and its four posts. **In view of its comments in paragraph 21 above with regard to the proposed establishment of the secretariat, the Committee recommends that a decision on these post requests be deferred to 2001.**

24. The Secretary-General is also proposing to increase the regular budget resources allocated to the Electoral Assistance Division (A/55/502, para. 143, and A/55/507/Add.1, paras. 3.30-3.35) in response to a recommendation of the Panel (A/55/305-S/2000/809, para. 243 (b)). The Advisory Committee notes that the current staffing of the Division includes eight Professional (1 D-2, 1 D-1, 3 P-5, 2 P-4, 1 P-3) and

four General Service posts. The Committee was informed that the strengthening of the Division was a direct response to a substantial increase in requests for assistance, which has stretched resources to the limit. The Committee was also informed that the number of requests for electoral assistance had increased from 21 in 1998 to 29 in 1999 and to 47 in 2000. Upon enquiry, the Committee was provided with information on electoral requests not fulfilled in 1998, 1999 and 2000 (see annex V).

25. The proposed additional resources for the Electoral Assistance Division include $110,300 for an additional P-4 post of political affairs officer and a P-2 post for an information system officer; as well as $84,700 under consultants and experts for electoral expertise in specialized areas and $119,800 under travel to cover 10 additional needs-assessment missions in 2001 (see A/55/507/Add.1, paras. 3.34 and 3.35). In this regard the Advisory Committee recalls that the General Assembly, by its resolution 54/249 of 23 December 1999, approved the establishment of one D-1 and one P-5 post for the Electoral Assistance Division. The Committee also recalls its related comments in its first report on the proposed programme budget for the biennium 2000-2001.[2]

26. **In view of the workload increase mentioned in paragraph 24 above, the Advisory Committee recommends that these posts be established under the programme budget for 2000-2001. The Committee also recommends approval of the related resources under non-post requirements mentioned in paragraph 25 above for electoral assistance. The Committee requests the Secretary-General to include information in the proposed programme budget for 2002-2003 on the relation between workload and resource needs.**

27. Other staff increases proposed under section 3 include two additional posts (1 P-4 and 1 P-3) in order to strengthen the Africa I and II Divisions so that desk officers would be able to dedicate full-time attention to countries facing conflicts (see A/55/502, para. 61, and A/55/507/Add.1, para. 3.28). **The Advisory Committee recommends that the request for these posts be considered in the context of the submission of the proposed programme budget for 2002-2003.**

28. Resources under programme support are also proposed to be reinforced, with the addition of two General Service posts, for an administrative assistant who would perform functions in the Executive Office pertaining to the additional staff and non-staff resources and for a computer information assistant who would provide hardware and software support and perform troubleshooting. **In view of the deferral of the consideration of the proposed establishment of the Information and Strategic Analysis Secretariat (see para. 21 above), the Committee recommends that consideration of the request for these posts also be deferred.**

29. **In view of the recommendations made in paragraphs 21, 26, 27 and 28 above, the Advisory Committee notes that the additional non-post resources proposed under section 3 (see A/55/507/Add.1, paras. 3.20-3.25) would be reduced from $3,179,400, including the $38,000 redeployed from section 26, Public information, to $2,893,300, of which $38,000 would revert to section 26.**

Section 4
Disarmament

30. The initial appropriation under section 4, Disarmament, of the programme budget for 2000-2001 of $14,067,900, approved by the General Assembly in its resolution 54/250, would be reduced by $103,700 as a result of the proposed transfer of one P-3 post to the proposed Information and Strategic Analysis Secretariat mentioned in paragraph 16 above. The Advisory Committee was informed that the reason for the transfer was directly related to competence sought in general disarmament affairs for the secretariat and to provide liaison services, rather than the functions currently performed by this post under section 4. **In view of the recommendation made in paragraph 21 above, the Committee recommends that a decision in this regard also be deferred.**

Section 5
Peacekeeping operations

31. The restructuring of the Department of Peacekeeping Operations is described in the reports of the Secretary-General (see A/55/507, paras. 15-17, and A/55/507/Add.1, sect. 5). The Advisory Committee notes that the proposal includes the establishment of a new Office of Military and Civilian Police Affairs, to be headed by an Assistant Secretary-General (with a

new post being requested for this purpose); the strengthening and restructuring of the Military Division; the establishment of a new Civilian Police Division headed by a civilian police adviser whose rank is proposed to be upgraded to the D-2 level; the establishment of a Peace and Security Public Information Unit, through redeployment from the Department of Public Information; the establishment of a Criminal Law and Judiciary Advisory Unit; the strengthening of the Lessons Learned Unit; and the establishment of a Gender Unit.

32. The Advisory Committee notes that the resources requested under the Department of Peacekeeping Operations address, in the words of the Secretary-General, the most critical needs of the Department in the first phase of implementation of the recommendations of the Panel (A/55/507/Add.1, para. 5.1). They do not address the possible conversion of support account posts to regular budget posts, as indicated in paragraph 8 above, which will be addressed in the report to be submitted next year after undertaking the comprehensive review initiated in November 2000 of the management structure, recruitment processes and interrelationships of all relevant elements within the Secretariat.

33. The additional resources proposed under the regular budget over and above the initial appropriation approved by the General Assembly in its resolution 54/250 under section 5, totalling $76,094,700, amount to $675,900 ($603,900 for posts and $72,000 for non-post requirements). The additional resources proposed in connection with the support account for peacekeeping operations over and above the $35,616,600 appropriated by the General Assembly in its resolution 54/243 B amount to $11,365,400 ($5,006,900 for post and $5,480,100 for non-post requirements).

34. The proposed changes related to posts under the regular budget (see A/55/507/Add.1, para. 5.4 and table 5.3) include the establishment of the Office of Military and Civilian Affairs, to be headed by a new Assistant-Secretary-General, supported by a new P-5 and two General Service staff (see para. 62 below); the outward redeployment of three posts to the proposed Information and Strategic Analysis Secretariat (1 P-5 and 1 P-4 from the Office of Operations and 1 P-2 from the Policy Analysis and Lessons Learned Unit); and the inward redeployment of seven posts (1 P-5, 1 P-4, 3 P-3 and 2 General Service) from the Department of Public Information in connection with the creation of a Public Information Unit within the Department of Peacekeeping Operations (see para. 51 below).

35. The additional non-post requirements under the regular budget ($72,000) are related to the new regular budget posts proposed and to the equipment required by the Public Information Unit (see ibid., paras. 5.7-5.10).

36. According to the Secretary-General, the request under the support account for additional resources of $11,365,400 is sought (see ibid., para. 5.5) solely in connection with the emergency request to strengthen the Department of Peacekeeping Operations (see A/55/507, para. 30). Of this total, an amount of $5,885,300 is post-related and $5,480,100 is non-post-related.

37. An additional 181 posts are proposed to be established under the support account for the Department of Peacekeeping Operations, over and above the 349 posts authorized by the General Assembly for the current period of 1 July 2000 to 30 June 2001 in its resolution 54/243 B, reflecting the first phase of the proposed action for implementing the recommendations of the Panel as they specifically relate to proposals in the Secretary-General's implementation report (A/55/502, paras. 42, 76, 119-121, 123, 126, 127, 133-138 and 140-142). The reclassification of a D-1 post to the D-2 level is also proposed in the Office of Military and Civilian Police Affairs (see para. 72 below).

38. The Advisory Committee notes that a vacancy turnover factor of 6.5 per cent for Professional staff and 2.5 per cent for General Service staff has been applied in the costing exercise. Upon enquiry, the Committee was informed that of the total of 349 posts (196 Professional and 153 General Service posts) authorized by the General Assembly under the support account in its resolution 54/243 B for the Department of Peacekeeping Operations, 33 were vacant as of 31 October 2000 (1 of which was a General Service post), but candidates had been selected for 16 of those vacant Professional posts.

39. The Advisory Committee notes that the number of posts in the Department will be affected by the results of the review and studies mentioned in paragraph 4 above and decisions of the General Assembly thereon. In making its recommendations with respect to section 5, the Committee has taken this

into account, as well as the guidelines in the report of the Special Committee on Peacekeeping Operations (A/C.4/55/6, in particular paras. 34 and 35).

Office of the Under-Secretary-General

40. The Advisory Committee notes that the transfer of 1 P-2 regular budget post to the proposed Information and Strategic Analysis Secretariat ($81,700) and the establishment of 10 additional support account-funded posts ($339,300 gross or $288,700 net) is proposed (see A/55/507/Add.1, para. 5.20).

41. The recommendation of the Panel regarding the substantial enhancement of the Lessons Learned Unit (see A/55/305-S/2000/809, para. 233 (e)) is addressed by the Secretary-General (A/55/502, paras. 140 and 141, and A/55/507/Add.1, paras. 5.21 and 5.22). The Secretary-General proposes to transform the Unit into the Peacekeeping Doctrine and Best Practices Unit and to establish five new posts under the support account (3 P-4, 1 P-3 and 1 General Service). One regular budget P-2 post would be redeployed to the proposed Information and Strategic Analysis Secretariat, as indicated in paragraph 34 above, whereas the new posts are to strengthen the day-to-day interaction of the Unit with the operations of peacekeeping missions, in addition to developing a multidimensional doctrine and guidelines that missions can draw upon.

42. In his implementation report (A/55/502, para. 141), the Secretary-General indicates that he is not proposing to move the Unit to the Office of Operations, as recommended by the Panel, given the importance he attaches to this function and his wish for the Under-Secretary-General of Peacekeeping Operations to personally oversee its development at this early stage.

43. In this regard, the Advisory Committee notes that the Special Committee on Peacekeeping Operations stressed the need for a properly functioning lessons learned unit to ensure better incorporation of experiences from past and ongoing peacekeeping operations into peacekeeping policy and planning than has been the case to date, and stressed the need for reliable funding, primarily through assessed contributions under the support account (see A/C.4/55/6, paras. 42 and 43). **However, the Committee could not ascertain that the proposals in this regard constitute an emergency. The Committee, therefore, recommends that these requests be resubmitted under the proposals for the support account for the period from 1 July 2001 to 30 June 2002, and that the transfer of the regular budget P-2 post be delayed until further consideration of the establishment of the proposed Information and Strategic Analysis Secretariat in 2001. In the meantime, the Committee recommends that clarification be provided as to the meaning of the term "doctrines" when used in this context, and as indicated in paragraph 70 below, in the context of training (see A/55/507/Add.1, para. 5.110, and A/C.4/55/6, para. 45).**

44. The Secretary-General proposes to establish a Gender Unit within the Office of the Under-Secretary-General to ensure that gender perspectives are incorporated into all phases of peace operations. Three posts are requested (1 D-1, 1 P-4 and 1 General Service) to carry out the functions indicated by the Secretary-General (see A/55/507/Add.1, paras. 5.26-5.28). **Although the Advisory Committee recognizes the importance of the incorporation of this aspect in peacekeeping support, it questions the rationale for the need to establish yet another gender unit in the Secretariat. In this connection, the Committee recommends instead that better collaboration and coordination be established with the existing Office of the Special Adviser on Gender Issues and Advancement of Women and the Division for the Advancement of Women.[3] Accordingly, the Committee does not recommend the establishment of these posts.**

45. The Executive Office of the Department is also proposed to be strengthened by the provision of two new posts (1 P-3 and 1 General Service) to perform functions related to the recruitment, placement and subsequent administration of the additional staff proposed for the Department (ibid., para. 5.29). **The Committee recommends acceptance of the new P-3 post and deferral of consideration of the General Service post.**

Office of Operations

46. The Advisory Committee notes that the Secretary-General is proposing to strengthen the Office of Operations with the addition of 24 new support account posts, in line with the recommendations made by the Panel (A/55/305-S/2000/809, paras. 197 (a)-(c)). Other changes within the Office of Operations include the proposed establishment of the Information and

Strategic Analysis Secretariat through the redeployment of seven regular budget posts from the Department of Public Information (see ibid., paras. 5.30-5.43).

47. The Advisory Committee notes that establishment of a post at the D-2 level is proposed for the Director of the Europe and Latin America Division under the support account so that the Division would be headed at the level of the other two. The current D-1 post would be used for a Deputy Director (A/55/507/Add.1, para. 5.37). The Committee recalls that, in the context of the support account submission for the period from 1 July 1999 to 30 June 2000, the Secretary-General had proposed to reclassify the current regular budget D-1 post of that Division (see A/54/832, para. 12). **The Committee recommends that the D-2 post for the Director of the Europe and Latin America Division be considered in the context of the proposed programme budget for the biennium 2002-2003.**

48. As to the increase in the number of political affairs officers, the Advisory Committee notes that the objective of the proposal is to provide a team of at least three or four officers to support complex operations and to assign at least one political officer to less complex or smaller missions (A/55/507/Add.1, para. 5.38).

49. **In view of the comments made by the Special Committee on Peacekeeping Operations (see A/C.4/55/6, para. 35), and the fact that there are 15 ongoing peacekeeping operations and one potential one in the planning stage at present (A/55/507/Add.1, para. 5.36), the Advisory Committee recommends acceptance at this time of an additional three P-5 posts, two P-4 posts, three P-3 posts and four P-2 posts to perform the functions of political affairs officers.**

50. **The Advisory Committee will consider the other additional resources, in particular those related to the Situation Centre (see ibid., para. 5.41), in the context of the submission for the support account for the period from 1 July 2001 to 30 June 2002, and after the comprehensive review to be undertaken. The Committee recalls the information provided by the Secretary-General (see A/53/854/Add.1) regarding the relationship between the Departments of Political Affairs and Peacekeeping Operations. Nevertheless, the problem still persists. The Committee recommends, therefore, that the functions of the political affairs officers be clearly spelled out in order to indicate how duplication of functions is to be avoided (see para. 12 above).**

51. In his implementation report, the Secretary-General indicated his agreement with the recommendation of the Panel (A/55/305-S/2000/809, para. 238) regarding the establishment of a distinct unit for operational planning and support of public information components in peace operations. The Secretary-General believes that this unit would best be placed in the Office of Operations of the Department of Peacekeeping Operations so that it could be of benefit to the planning of and support to all missions at all times (A/55/502, paras. 133 and 135). As indicated in paragraph 46 above, he is proposing to establish this unit primarily through the redeployment of existing resources in the Department of Public Information: seven regular budget posts (1 P-5, 1 P-4, 3 P-3 and 2 General Service posts) would be transferred to the Office of Operations. This unit would thus ensure that the public information components in both peacekeeping and political missions are fully staffed and rapidly deployed with all necessary equipment, to respond effectively to all information requirements in the field and to provide full support and guidance (see A/55/507/Add.1, para. 5.42).

52. **The Advisory Committee is not convinced of the need to consider the redeployment of these functions on an emergency basis. It therefore recommends postponing consideration of the establishment of this unit until 2001 (see para. 8 above).**

Office of Logistics, Management and Mine Action

53. As discussed below, 98 new support account posts are requested under the Office of Logistics, Management and Mine Action for the Field Administration and Logistics Division, in line with the statement made by the Secretary-General in his implementation report (A/55/502, paras. 119 and 120). The estimated cost amounts to $3,098,200 (A/55/507/Add.1, para. 5.45). **The Advisory Committee notes the statement of the Secretary-General in relation to the provision of support services to smaller political and peace-building offices (A/55/502, para. 118). The Committee will**

revert to this matter in the context of its consideration of the support account.

54. Nine new posts (3 P-4, 3 P-3, and 3 General Service) are requested for the Finance Management and Support Service (A/55/507/Add.1, paras. 5.46-5.51). **The Advisory Committee recommends acceptance of the following three additional posts: a P-4 post for an audit response officer, an additional P-4 post for a finance officer for the liquidation unit and the General Service post for a finance clerk (ibid., paras. 5.49 (a), 5.51 (a) and 5.51 (c)).**

55. Fifty-eight new posts are requested for the Logistics and Communications Service (1 P-5, 21 P-4, 19 P-3, 1 P-2 and 16 General Service) (ibid., paras. 5.52-5.65). **The Advisory Committee recommends acceptance of the new posts proposed in the area of logistics planning (1 P-4 and 1 General Service) and the new posts proposed in the related areas of contingent-owned equipment (1 P-4, 1 P-3 and 1 General Service/Principal level) (ibid., paras. 5.59 and 5.61).**

56. **The Advisory Committee also recommends acceptance of the proposal for an additional P-4 post in the area of systems engineering and field implementation, an additional P-3 post for electrical and mechanical equipment management and an additional P-4 post proposed for the online, asset control and geographic information systems programme engineer in the engineering section (ibid., paras. 5.62 (a), (c) and (d)).**

57. **With regard to the Transport Section, the Advisory Committee recommends acceptance of one additional P-4, two P-3 and two General Service posts (1 at the Principal level) in order to deal with the backlog (ibid., para. 5.63 (a)). The Committee also recommends acceptance of one P-4 and one P-3 post in connection with the functions related to the implementation of recommendations of the International Civil Aviation Organization (ICAO). In this regard, although the Committee recognizes the importance of the tasks to be performed in view of the larger air fleet now operated by the United Nations in peacekeeping and other activities, it requests that information be provided on the findings and recommendations of ICAO and of the role of the specialized agencies, funds and programmes in coordinating tasks with the United Nations (ibid., para. 5.63 (b)). In view of the large number of vehicles in the United Nations fleet, the Committee also recommends acceptance of one P-4 and one P-3 post in connection with the improvement of contractual processes and the proposed transport material management posts (1 P-3 and 1 General Service) (ibid., paras. 5.63 (c) and (d)).**

58. **As regards the Supply Section, the Advisory Committee recommends acceptance of one P-3 and one General Service post to deal with backlogs, the P-4 post for systems contract development, the P-4 post for claims management, one P-3 post for the management of technical contracts and one P-4 post in the area of medical planning (ibid., paras. 5.64 (a)-(e)).**

59. In the Communications and Electronic Services Section, 18 additional posts are requested (ibid., paras. 5.65 (a)-(h)). **The Advisory Committee recommends acceptance of five P-4, one P-3, and one P-2 posts for this section, to be reassigned in the manner the Secretary-General may deem appropriate, taking into account the specific tasks to be performed. The remainder of the posts mentioned in paragraphs 53 to 58 of the present report will be considered by the Committee in the context of its consideration of the support account submission for the period from 1 July 2001 to 30 June 2002, taking into account the comprehensive review to be undertaken, as mentioned in paragraph 8 above.**

60. Thirty-one new posts are requested for the Personnel Management and Support Service (6 P-4, 7 P-3, 1 P-2 and 17 General Service) (ibid., paras. 5.66-5.94). **The Advisory Committee recommends acceptance of 15 posts (2 P-4, 4 P-3, 1 P-2 and 8 General Service, 2 at the Principal level), also to be reassigned in the manner the Secretary-General may deem appropriate, taking into account the specific tasks required and giving priority to training and the elimination of backlogs, especially in staff support. Consideration of the other posts will be deferred (see para. 8 above).**

61. **As regards the issue of backlogs, the Advisory Committee requests that information be provided in the next support account submission regarding the status of the different backlogs in the Department of Peacekeeping Operations and other departments for which requests for resources are made under the support account. As a matter of practice, specific**

time frames for eliminating the backlog should be clearly indicated.

Office of Military and Civilian Police Affairs

62. The Advisory Committee notes that a new Office of Military and Civilian Police Affairs is proposed to be established, to be headed by an Assistant Secretary-General. The revised structure would also include a new Criminal Law and Judicial Advisory Unit, a separate Civilian Police Division to be headed by a Civilian Police Adviser, whose post is proposed to be upgraded to the D-2 level, and a restructured Military Division (ibid., paras. 5.95-5.128).

63. The increase in posts under the regular budget ($257,500) relates to the establishment of the Office of Military and Civilian Police Affairs, which includes four new posts (1 Assistant Secretary-General, 1 special assistant at the P-5 level and 2 General Service posts). **The Advisory Committee recommends that consideration of the resources related to the possible establishment of this office be deferred, taking into account the results of the comprehensive review mentioned in paragraph 8 above.**

64. Additional resources are proposed under the support account totalling an estimated $1,939,500, including 49 new posts (37 Professional and 12 General Service).

65. The Secretary-General endorsed (A/55/502, paras. 127-130) the recommendation of the Panel regarding the establishment of a unit staffed with the relevant expertise for the provision of advice on criminal law issues that are critical to the effective use of civilian police in United Nations peace operations (A/55/305-S/2000/809, para. 233 (c)). The Advisory Committee notes that the proposed new unit would be primarily of an operational nature, working alongside the officers of the Civilian Police Unit on a daily basis, and that the Office of Legal Affairs cannot provide this kind of expertise to the Civilian Police Unit, nor is it designed to do so. The Unit would report to the Office of the Assistant Secretary-General mentioned in paragraph 62 above. Six new support account posts are proposed for this purpose (1 D-1, 1 P-5, 2 P-4, and 2 General Service) (A/55/507/Add.1, paras. 5.97-5.101).

66. **Although the Advisory Committee recognizes the importance of the functions outlined in the implementation report and the resource document (A/55/502, paras. 127-130, and A/55/507/Add.1, paras. 5.98-5.101), it recommends that these resources be considered in the context of the support account for the period from 1 July 2001 to 30 June 2002, taking into account the comprehensive review mentioned in paragraph 8 above.**

67. The restructured Military Division would consist of the following units: the Office of the Military Adviser, a Current Military Operations Service, a Military Planning Service, a Force Generation and Military Personnel Service and a Training and Evaluation Service (A/55/502, para. 131). An additional 24 Professional and 8 General Service posts are proposed under the support account, and two posts currently approved for the rapidly deployable mission headquarters are proposed for internal redeployment to the Military Planning Service (A/55/507/Add.1, para. 5.104).

68. Two additional posts are requested for the Office of the Military Adviser (1 P-3 and 1 General Service, Principal level) to share the workload of the Special Assistant and to assist the Chief of Staff in the divisional coordination function, respectively (ibid., para. 5.105). **The Advisory Committee recommends approval of the additional P-3 post in this connection and deferral of the consideration of the General Service post. Five new posts are requested for the Current Military Operations Service (1 P-5, 1 P-4 and 3 General Service) for a Service Chief, a peacekeeping affairs officer, two operations assistants and a secretary respectively (ibid., para. 5.106). The Committee recommends reducing this request by deferring by one P-4 and one General Service post.**

69. The Advisory Committee notes that it is proposed that the force generation activities and the United Nations standby arrangements system management be moved from the Mission Planning Service to a separate service; an additional eight posts (1 P-5, 5 P-4 and 2 General Service) are requested in order to put in place a number of enhancements centred on more active management and greater interaction with Member States as regards the standby arrangements, in addition to strengthening overall management of military personnel and technological support (ibid., para. 5.107). **The Committee recommends reducing this proposal by deferring consideration of one P-4 and one General Service post.**

70. An additional nine posts are requested for the Training and Evaluation Service in order to enhance national and regional training initiatives (2 P-4 and 2 P-3), to produce formal training standards and additional military doctrine (1 P-4 and 1 P-3), and to enhance electronic training material (2 P-4); an operations assistant is also requested (1 General Service) (ibid., paras. 5.109-5.112). **The Advisory Committee recommends acceptance of all these new posts, with the exception of the two posts related to the production of formal training standards and additional military doctrine, which would be re-examined in the context of the next submission of the support account and pending clarification of the Unit's intention to develop a "military doctrine", as requested by the Special Committee (A/C.4/55/6, para. 45).**

71. The Military Planning Service is proposed to be strengthened with seven additional posts, six for planning officers (3 P-4 and 3 P-3) and one for an operations assistant (General Service). In addition, the two P-4 posts currently approved for the rapidly deployable mission headquarters would be redeployed as humanitarian liaison officers (A/55/507/Add.1, paras. 5.116 and 5.117). **The Committee recommends acceptance of this proposal.**

72. As regards the Civilian Police Division, the Advisory Committee notes that it is proposed to move it out from the military reporting chain by establishing it as a separate division reporting to the Assistant Secretary-General for Military and Civilian Police Affairs. Owing to the responsibilities of the post, the Secretary-General is proposing to reclassify the post of Civilian Police Adviser from the D-1 to the D-2 level and to establish an additional nine Professional and two General Service posts (ibid., paras. 5.121-5.128). The Committee notes the related comment of the Special Committee on Peacekeeping Operations (A/C.4/55/6, para. 40). **The Committee recommends consideration of the reclassification of the post of the Civilian Police Adviser in the context of the next submission for the support account, in view of the comprehensive study mentioned in paragraph 8 above.**

73. **As regards the additional posts proposed for the Policy and Planning Unit (4 P-4 and 2 P-3), the Advisory Committee recommends acceptance of the P-3 post to provide specialized police support, the P-4 post for a police information management and roster development officer, and the two posts (1 P-4, 1 P-3) for officers involved in the professional training of police (ibid., para. 5.125). With regard to the posts requested for the Mission Management Unit, the Committee recommends acceptance of one additional P-3 mission management officer out of the three proposed, and one General Service out of the two proposed (ibid., paras. 5.126-5.128). The rest of the additional posts proposed for these two units would be considered in 2001 (see para. 8 above).**

Section 8
Legal affairs

74. The Secretary-General proposes to establish an additional position under the support account at the D-1 level in the Office of Legal Affairs ($41,400) to provide overall supervision of the staff involved in the backstopping of peacekeeping operations and to address the increasing number of complex legal issues related to peace operations. Additional resources of $57,700, over and above the $719,800 allocated under the support account for the period 1 July 2000 to 30 June 2001 would be required (A/55/507/Add.1, para. 8.3 and table 8.1). **The Advisory Committee is not convinced of the need for an additional D-1 post in the Office of Legal Affairs, under either the support account or the regular budget. The Committee, therefore, does not recommend acceptance of this proposal or of the related non-post requirements.**

Section 9
Economic and social affairs

75. The Secretary-General's proposal to establish an Information and Strategic Analysis Secretariat, as outlined under section 3, Political affairs, of A/55/507/Add.1, and as indicated in paragraph 15 above, indicates that a P-5 post would be redeployed from the Statistics Division of the Department of Economic and Social Affairs to the proposed secretariat. The reduction in the appropriation under section 9 of the programme budget for 2000-2001 would amount to $143,200. **In view of the comments and recommendations made in paragraph 21 above, the Committee recommends deferral of this proposal pending a decision on the establishment of**

the proposed Information and Strategic Analysis Secretariat.

Section 22
Human rights

76. In his implementation report, the Secretary-General addressed the recommendation of the Panel regarding the substantial enhancement of the field mission planning and preparation capacity of the Office of the United Nations High Commissioner for Human Rights (A/55/305-S/2000/809, para. 245). For this purpose and in order to strengthen the ability of the Office to undertake the tasks enumerated in the report (A/55/502, paras. 144 and 145), the Secretary-General is proposing a total increase in resources of $1,687,700. Of this total, an amount of $1,589,400 is requested under the regular budget and $98,300 is sought under the support account (A/55/507/Add.1, table 22.1).

77. The additional resources proposed under the regular budget over and above the initial appropriation of $41,163,400 made by the General Assembly in its resolution 54/250 under section 22 of the programme budget includes the establishment of seven additional posts (4 P-4, 1 P-3 and 2 General Service) over the current approved staffing of 148 posts (96 Professional and 52 General Service).

78. Of the posts requested, a P-3 and a General Service post are proposed to be assigned to the Research and Right to Development Branch in order to develop a standardized information management system for information gathered by human rights components of peace operations to be applied consistently in all peace operations in linkage with the HURICANE (Human Rights Computerized Analysis Environment) internal information system (ibid., paras. 22.2-25.6). Four P-4 posts are requested for the Activities and Programmes Branch (ibid., paras. 22.8-22.23). A General Service post is also requested under programme support (ibid., para. 22.28).

79. In addition to this, a provision of $89,300 gross ($74,500 net of staff assessment) is proposed under the support account for three new staff (2 P-3 and 1 General Service) who would provide daily advice and backstopping to the human rights components of peace operations within the geographic teams (ibid., para. 22.24). There is no current provision under the support account for this office. The Advisory Committee takes note of the information regarding the human rights components of peacekeeping operations and political missions, including the number of related posts (see ibid., para. 22.27 (tables)).

80. **The Advisory Committee recommends, however, that consideration of these requests be deferred until completion of the comprehensive study mentioned in paragraph 8 above and be considered in the context of the proposed programme budget and the support account.**

Section 25
Humanitarian assistance

81. In connection with the proposed establishment of the Information and Strategic Analysis Secretariat of the Executive Committee on Peace and Security and the Secretary-General's proposals for staffing (see A/55/507/Add.1, sect. 3), two P-4 posts would be redeployed from the Office for the Coordination of Humanitarian Affairs to the proposed Secretariat. The transfer of the post funded from the regular budget to the Information Service of the proposed secretariat would result in a reduction of $124,400 under section 25 of the programme budget. The other post to be transferred to the Strategic Planning and Analysis Service of the proposed secretariat is funded by extrabudgetary resources (ibid., para. 25.2).

82. **In view of the comments in paragraph 21 above, the Advisory Committee recommends deferral of this proposal pending decisions on the proposed establishment of the Information and Strategic Analysis Secretariat.**

Section 26
Public information

83. The outward redeployment of the Media and Monitoring Analysis and the Cartographic Sections to the Information and Strategic Analysis Secretariat in the Department of Political Affairs (see para. 15 above), in addition to the redeployment of the Peace and Security Section to the new unit to be established in the Department of Peacekeeping Operations, would reduce the resources appropriated under section 26 of the programme budget for 2000-2001 of $143,605,500 by an amount of $1,830,800. A total of 21 regular

budget posts ($1,911,300) would be transferred from the Department of Public Information (ibid., tables 26.1 and 26.2). The increase of $93,500 under contractual services (ibid., para. 26.19) is the net result of the outward redeployment to the proposed Information and Strategic Analysis Secretariat of resources relating to online services ($25,000) and the new requirements for contractual services to obtain online services to support the functions and additional staff of the proposed secretariat.

84. **In view of the comments in paragraph 21 above, the Advisory Committee recommends deferral of this proposal pending a decision on the establishment of the proposed Information and Strategic Analysis Secretariat and the comprehensive review to be undertaken of all relevant units involved in the support of peacekeeping operations.**

Section 27
Management and central support services

85. The Advisory Committee notes that additional resources of $696,500 over and above the $441,857,400 appropriated in resolution 54/250 under section 27 of the programme budget for 2000-2001 are indicated (ibid., table 27.1). These resources are requested under general operating expenses as a result of the provision of costs related to accommodation and rental of premises of the 35 new regular budget posts proposed by the Secretary-General, as well as to the redeployment of the 22 posts from other organizational units to the Department of Political Affairs and the Department of Peacekeeping Operations.

86. **In view of the recommendations made by the Advisory Committee in paragraphs 19, 50, 61 and 78, the Committee recommends a reduction of the proposed amount under non-staff costs of the regular budget to $37,200.**

87. The additional resources under the support account amount to $3,154,200, of which an amount of $850,500 gross ($711,000 net) is related to posts. An additional 29 posts (9 Professional, 17 General Service and 3 Security Service posts) are requested (ibid., paras. 27.2 and 27.5-27.11 and table 27.1). One P-3 post and one General Service post are requested for the Treasury and the Contributions Service (ibid., para. 27.13). Four new posts (1 P-4, 1 P-3 and 2 General Service) are requested for the Accounts Division (ibid., paras. 27.14-27.16). Four additional posts are requested for the Office of Human Resources Management (1 P-4 for the Office of the Assistant Secretary-General, 1 P-4 and 1 General Service for the Specialist Services Division, and 1 General Service post for the Medical Service Division) (ibid., paras. 27.17-27.20). A total of 19 additional posts are requested for the Office of Central Support Services (2 P-4, 1 P-3, 1 P-2/1, 7 General Service (Principal level) and 5 General Service (Other level)) (ibid., paras. 27.21-27.26).

88. **Pending the results of the comprehensive study mentioned in paragraph 8 above, the Advisory Committee recommends deferral of consideration of these requirements, to be resubmitted in the context of the next support account for the period from 1 July 2001 to 30 June 2002.**

89. An amount of $1,921,100 is indicated under general operating expenses of the support account. The Advisory Committee notes that the resources allocated for the rental of premises and accommodation for the proposed 214 posts under the support account amount to $1,852,500. **In view of the recommendation of the Committee for the acceptance of 93 new posts under the support account, at this point this amount would be reduced to $1,251,200.**

Section 32
Staff assessment

90. In view of the recommendations of the Advisory Committee made above, the amount required for staff assessment would be revised to $19,200.

Conclusion

91. The action proposed to be taken by the General Assembly is indicated in document A/55/507, section VII. **In view of the observations and recommendations above, the Advisory Committee recommends that the General Assembly appropriate an additional amount of $363,000 under section 3, Political affairs, $37,200 under section 27, Management and central support services, and $19,200 under section 32, Staff assessment, of the programme budget for the biennium 2000-2001, to be offset by a corresponding**

amount under income section 1, Income from staff assessment. The Committee further recommends that the General Assembly take a decision to finance an additional amount of $9,190,200 under the support account for peacekeeping operations for the period from 1 July 2000 to 30 June 2001.

92. A summary of the additional posts recommended by the Advisory Committee under the regular budget and the Support Account is shown below:

Regular budget

Post level	*Number of posts*			
	Requested	*Accepted*	*Deferred*	*Not accepted*
Assistant Secretary-General	1		1	
D-2	1		1	
D-1	2		2	
P-5	2		2	
P-4/3	11	1	10	
P-2	4	1	3	
General Service (Principal level)				
General Service (Other level)	14		14	
Total	**35**	**2**	**33**	
Support account				
Assistant Secretary-General				
D-2	1		1	
D-1	3		1	2[a,b]
P-5	8	5	3	
P-4/3	114	61	52	1[b]
P-2	9	6	3	
General Service (Principal level)	15	4	11	
General Service (Other level)	61	17	43	1[b]
Security Service	3		3	
Total	**214**	**93**	**117**	**4**

[a] See para. 74 above.
[b] See para. 44 above.

Notes

[1] *Official Records of the General Assembly, Fifty-second Session*, Supplement No. 7 (A/52/7/Rev.1), para. 47.

[2] Ibid., *Fifty-fourth Session, Supplement No. 7* (A/54/7), para. II.14.

[3] See ibid., *Supplement No. 6* (A/54/6/Rev.1), paras. 9.65 and 9.66.

Annex I

Recommendations of the Panel on United Nations Peace Operations,[a] the proposals of the Secretary-General on the implementation of those recommendations[b] and the differences, between them, and proposed timing for implementation

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Main report	*Annex III*	*A/55/502*	*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
	(Paragraph references)				
34 (a)	1 (a)	14-18	The Panel endorses the recommendations of the Secretary-General in his report entitled "We the peoples: the role of the United Nations in the twenty-first century" (A/54/2000) on preventive action, (including the role of humanitarian actors in early warning and prevention both within and outside the United Nations system and the application of human rights perspectives, activities and instruments in the formulation of preventive strategies).	ECPS	A further report on conflict prevention is to be submitted in May 2001. In the meantime, the Secretary-General has begun to harness resources and expertise of all relevant actors: the United Nations system, the Bretton Woods institutions, regional and subregional organizations, national and international NGOs, women groups, etc. (see A/55/502, para. 16).
34 (b)	1 (b)	19-20	The Panel supports the Secretary-General's more frequent use of fact-finding missions in areas of tension, and stresses Member States' obligations, under Article 2, para. 5 of the Charter, to give "every assistance" to such activities of the United Nations.	DPA, DPKO, OCHA, UNHCR	A further report is to be submitted in May 2001. See also the report on resource requirements (A/55/507, para. 20).
47 (a)	2 (a)	25	A small percentage of a mission's first-year budget should be made available to the representative or special representative of the Secretary-General leading the mission to fund quick-impact projects in its area of operations, with the advice of the United Nations country team's resident coordinator.	Peacekeeping mission budgets	The Secretary-General is to seek legislative bodies' approval for the implementation of this recommendation on a case-by-case basis when presenting concepts of operations and budgets for future peacekeeping missions. The percentage to be sought and the manner in which quick-impact projects would be conducted will vary according to the specific nature of the missions' environment and the

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Main report	Annex III	A/55/502			
(Paragraph references)			Recommendations of the Panel	Departments and offices affected	Comments
					status of ongoing programmes being undertaken by the United Nations system in the countries concerned. Quick-impact projects are to be undertaken in an impartial manner with consent of local parties and benefiting communities concerned.
47 (b)	2 (b)	27-29	The Panel recommends a doctrinal shift in the use of civilian police, other rule-of-law elements and human rights experts in complex peace operations to reflect an increased focus on strengthening rule-of-law institutions and improving respect for human rights in post-conflict environments.	Peacekeeping mission budgets	Seen in the context of General Assembly resolution 55/2, i.e., no efforts will be spared to strengthen the rule of law, as well as respect for all internationally recognized human rights and fundamental freedoms, including right to development, no "doctrinal shift" is required, but rather there is a need to review how civilian police, human rights experts and related specialists could work more closely together in peace operations to achieve the objectives set out by Member States at the highest level. The Secretary-General will spell out more clearly what the United Nations system can collectively do in this respect when presenting future concepts of operations and mission budgets.
47 (c)	2 (c)	26	The Panel recommends that the legislative bodies consider including demobilization and reintegration programmes in the assessed budgets of complex peace operations for the first phase of an operation in order to facilitate the rapid disassembly of fighting factions and reduce the likelihood of resumed conflict.	Peacekeeping mission budgets	See document S/2000/101 on the role of the United Nations peacekeeping in disarmament, demobilization and reintegration and the statement by the President of the Security Council thereon (S/PRST/2000/10). The Secretary-General is to include comprehensive disarmament, demobilization and reintegration programmes in plans for future peace operations, as appropriate, so

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Main report	*Annex III*	*A 55 502*	*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
	(Paragraph references)				
					that the Security Council can consider including them in the operations' mandates and so that the General Assembly can review proposals for their funding through the mission budgets.
47 (d), 243 (a)	2 (d), 18	21-24	Peace-building strategy: establishment of a Peace-building Unit	DPA (extrabudgetary)	See A/55/507/Add.1, paras. 3.17-3.19. ECPS, in consultation with other executive committees, is to formulate a plan to address further the issues outlined in the reports of the Panel and the Secretary-General by the end of March 2001.
75	5	42-48	The Secretary-General should establish an ECPS Information and Strategic Analysis Secretariat that would support the information and analysis needs of all members of ECPS; for management purposes, it should be administered by and report jointly to the heads of DPA and DPKO.	DPA, DDA, DPKO, DESA, OHCHR, OCHA, DPI	See A/55/507, paras. 10-13, and A/55/507/Add.1, paras. 3.3-3.16, 3.20, 4.1, 4.2, 5.21, 5.31, 9.1, 9.2, 25.1, 25.2, 26.1, 26.3, 26.5-26.8 and 26.12-26.20. **Difference**: Slight modifications to the Panel's proposals for constituting the secretariat. Due to the necessity to maintain an around-the-clock duty room that is essential for contact with the field missions, the Situation Centre of DPKO has not been proposed for transfer to the secretariat.
83	6	30-35	The Panel recommends that the Secretary-General invite a panel of international legal experts, including individuals with experience in the United Nations operations that have transitional administration mandates, to evaluate the feasibility and utility of developing an interim criminal code, including any regional adaptations potentially required, for use by such operations pending the re-establishment of	OLA, Centre for International Crime Prevention, OHCHR, UNDP, UNICEF, Office of Special	A Working Group composed of experts at Headquarters and legal and judicial experts at UNMIK and UNTAET has been established to examine the Panel's proposals. The Working Group initially concluded that the rebuilding of a legal system, or a sector thereof, and the promulgation of substantive rules of criminal law would be a long-term exercise. The Group agreed that further elaboration of practical aspects of criminal

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Main report (Paragraph references)	Annex III	A/55/502	Recommendations of the Panel	Departments and offices affected	Comments
			local rule-of-law and local law enforcement capacity.	Adviser on Gender Issues, DESA, UNMIK, UNTAET	procedures, as opposed to the substantive elements of the law itself, would be of great benefit. The Secretary-General has requested a number of United Nations offices and programmes that have already made progress in the field of practical criminal procedures, with relevant experts in OLA, UNMIK and UNTAET, to conduct a needs assessment of the areas in which it would be feasible and useful to draft a simple, common set of interim procedures on the subject, to be completed by January 2001. The first draft of the interim rules would be produced by the end of July 2001. Should the General Assembly indicate its interest in pursuing the matter of governance in other areas, a more detailed plan of action (and request for additional resources related thereto) would be prepared in the context of the next implementation report to be submitted to the Assembly in 2001.
91	7	67-68	Determining deployment time lines: the United Nations should define "rapid and effective deployment capacities" as the ability, from an operational perspective, to fully deploy traditional peacekeeping operations within 30 days after the adoption of a Security Council resolution, and within 90 days in the case of complex peacekeeping operations.	DPKO, peacekeeping missions, DPA and other offices as required	The Secretary-General has requested the relevant parts of the Secretariat to use the time lines proposed by the Panel as the basis for evaluating the capacity of existing systems to provide field missions with the human, material, financial and informational assets that they require, in quantitative and qualitative terms. Any related resource requirements arising therefrom will be addressed in 2001.

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Main report	*Annex III*	*A 55 502*			
	(Paragraph references)		*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
101 (a)	8 (a)	69-75	The Secretary-General should systemize the method of selecting mission leaders, beginning with the compilation of a comprehensive list of potential representatives or special representatives of the Secretary-General, force commanders, civilian police commissioners, and their deputies and other heads of substantive and administrative components, within a fair geographic and gender distribution and with input from Member States.	DPA, DPKO, OCHA, OHCHR, OHRM, DESA, UNDP	A senior appointment group has been formed to oversee, by February 2001, improvement of the selection process, as outlined in paras. 70 (a)-(d) of the implementation report of the Secretary-General. Once profiles for the positions concerned have been finalized, a request will be sent to Member States to propose candidates accordingly. Earliest target date: March 2001. Training/briefing procedures are to be drawn up by the senior appointment group to be used as standard practice for all selected senior mission personnel. UNDP and United Nations Development Group are to offer recommendations by March 2001 on improving selection and training, as well as support to resident coordinators.
101 (b)	8 (b)	64-66	The entire leadership of a mission should be selected and assembled at Headquarters as early as possible in order to enable their participation in key aspects of the mission planning process, for briefings on the situation in the mission area and to meet and work with their colleagues in mission leadership.	DPA, DPKO, OHCHR, OCHA; see also paras.49-63	Prior to the anticipated deployment of start-up team, its members would be brought to Headquarters to participate in the planning of the mission and to serve as a core Integrated Mission Task Force for that period. DM is to identify office space that could be fully equipped and set aside to accommodate at least one full integrated IMTF.
101 (c)	8 (c)	76	The Secretariat should routinely provide the mission leadership with strategic guidance and plans for anticipating and overcoming challenges to mandate implementation, and whenever possible should formulate such guidance and plans together with the mission leadership.	DPA, DPKO, OCHA, UNDP	The Secretary-General has already endorsed recent consultations between DPA, DPKO, OCHA and UNDP. Creation of the Information and Strategic Analysis Secretariat would help to implement the Panel's recommendation. (See also A/55/507/Add.1, paras. 3.3-3.25.)

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Main report	*Annex III*	*A 55 502*			
	(Paragraph references)		*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
117 (a)	9 (a)	77-90	Member States should be encouraged, where appropriate, to enter into partnerships with one another, in the context of the United Nations standby arrangements system, to form several coherent brigade-size forces, with necessary enabling forces, ready for effective deployment within 30 days of the adoption of a Security Council resolution establishing a traditional peacekeeping operation and within 90 days for complex peacekeeping operations.		Addressed to Member States.
117 (b)	9 (b)	77-90	The Secretary-General should be given the authority to formally canvass Member States participating in the standby arrangements system regarding their willingness to contribute troops to a potential operation, once it appeared likely that a ceasefire accord or agreement envisaging an implementing role for the United Nations might be reached.	DPKO	Action proposed by the Secretary-General to address fundamental shortcomings in how the system is presently utilized is contained in paras. 79-82 of his implementation report. In para. 84 he appeals to Member States to indicate by the end of February 2001 whether they are able to contribute the services required. Other proposed actions are outlined in paras. 86-89.
117 (c)	9 (c)	91-93	The Secretariat should, as a standard practice, send a team to confirm the preparedness of each potential troop contributor to meet the provisions of the memoranda of understanding on the requisite training and equipment requirements prior to deployment; those that do not meet the requirements must not deploy.	DPKO, peacekeeping missions	The Secretary-General is to send a team from DPKO to each mission every six months. Appropriate funding in each of the mission budgets would be sought to dispatch these teams.

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Main report	*Annex III*	*A/55/502*	*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
	(Paragraph references)				
117 (d)	9 (d)	94	The Panel recommends that a revolving "on-call list" of about 100 military officers be created in the standby arrangements system to be available on seven days' notice to augment nuclei of DPKO planners with teams trained to create a mission headquarters for a new peacekeeping operation.	DPKO	The Secretariat will be defining profiles of expertise required and will consult with Member States concerning implementation of the system during the next two months. The Secretariat will communicate its requirements to Member States by February 2001, along with request to participate within the context of the standby arrangements system.
126 (a)	10 (a)	95-99	Member States are encouraged to each establish a national pool of civilian police officers that would be for deployment to United Nations peace operations on short notice, within the context of the United Nations standby arrangements system.	DPKO	Addressed to Member States. The Secretariat could assist Member States by articulating more detailed standard profiles, generic job descriptions, standard operating procedures and guidelines. Work has begun in this area through the development of "Principles and guidelines for United Nations civilian police operations" on the basis of inputs received from international police experts, Member States and related organizations. Its publication and distribution is anticipated by the end of February 2001.
126 (b)	10 (b)	95-99	Member States are encouraged to enter into regional training partnerships for civilian police in the respective national pools to promote a common level of preparedness in accordance with guidelines, standard operating procedures and performance standards to be promulgated by the United Nations.	DPKO	Action by the Secretary-General is outlined in paras. 96 (a)-(f) of the implementation report. Given the complexity of the initiatives and provided that additional resources are provided and positions quickly filled, completion of the entire range of the projects listed is anticipated to be completed by March 2001, and a revised pre-deployment training package for civilian police will be finalized by April 2001. The Civilian Police Unit of DPKO will be strengthened. (See A/55/507/Add.1, paras. 5.118-5.128.)

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Main report (Paragraph references)	Annex III	A/55/502	Recommendations of the Panel	Departments and offices affected	Comments
					Work related to the development of operating procedures, information management, training strategies and procedures for assisting the development of local police institutions and local police and for the transition from the provision of security by international military to international police and finally to local police, is planned for completion by mid-2002.
126 (c)	10 (c)	100	Member States are encouraged to designate a single point of contact within their governmental structures for the provision of civilian police to United Nations peace operations.		Addressed to Member States.
126 (d)	10 (d)	101	The Panel recommends that a revolving on-call list of about 100 police officers and related experts be created in the standby arrangements to be available on seven days' notice with teams trained to create the civilian police component of a new peacekeeping operation, train incoming personnel and give the component greater coherence at an early date.	DPKO	The Secretariat will be defining profiles of expertise required and will consult with Member States concerning implementation of the system during the next two months. The Secretariat will communicate its requirements to Member States by February 2001, along with request to participate within the context of the standby arrangements system.
126 (e)	10 (e)	102	The Panel recommends that parallel arrangements to the recommendations contained in paras. 126 (a)-(c) of its report be established for judicial, penal, human rights and other relevant specialists, who with specialist civilian police will make up collegial "rule-of-law" teams.	DPA, DPKO, OHCHR, OLA	The offices concerned have been requested to draft guidelines covering the principles and practices of the rule of law sector of peace operations, which should be built on the considerable amount of work already undertaken within the system, as well as lessons learned in the field, and should be finalized only after consulting with Member States.

Main report	Annex III (Paragraph references)	A/55/502	Recommendations of the Panel	Departments and offices affected	Comments
145 (a)	II (a)	103-108	The Secretariat should establish a central Internet/Intranet-based roster of pre-selected civilian candidates available to deploy to peace operations on short notice. The field missions should be granted access to and delegated authority to recruit candidates from it, in accordance with guidelines on fair geographic and gender distribution to be promulgated by the Secretariat.	DPKO, OHRM and other departments as required	Action by the Secretary-General is outlined in paras. 104-106 of the implementation report. Resources are sought in the report of the Secretary-General on resource requirements for implementation of the recommendations of the Panel (A/55/507/Add.1, paras. 5.93 and 5.94). Should the resources requested be provided, a comprehensive package is expected to be submitted to the General Assembly in early 2002. DPKO, in consultation with OHRM, would review the effectiveness of delegated recruitment authority to UNMIK and report to the Secretary-General by March 2001 on a plan of action.
145 (b)	II (b)	103-108	The Field Service category of personnel should be reformed to mirror the recurrent demands faced by all peace operations, especially at the middle to senior levels, in the administrative and logistics areas.	DPKO	See action by the Secretary-General in respect of the recommendation in para. 145 (a) of the report of the Panel above. In connection with the Field Service category, since work has already been undertaken, proposals should be ready for submission to the General Assembly at its fifty-sixth session.
145 (c)	II (c)	109-111	Conditions of service for externally recruited civilian staff should be revised to enable the United Nations to attract the most highly qualified candidates and to then offer those who have served with distinction greater career prospects.	OHRM	The revised compensation package for all field staff recruited under the 300 series took effect 1 July 2000. An enhanced rest and recuperation programme for those staff will be in place early in 2001. OHRM is to submit detailed proposals to the Secretary-General on other issues addressed in the Panel's recommendation by mid-2001.

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Main report	*Annex III*	*A 55 502*			
	(Paragraph references)		*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
145 (d)	11 (d)	103-108	DPKO should formulate a comprehensive staffing strategy for peace operations, outlining, among other issues, the use of United Nations Volunteers, standby arrangements for the provision of civilian personnel on 72 hours' notice to facilitate mission start-up and the divisions of responsibility among the members of ECPS for implementing that strategy.	DPKO	See action by the Secretary-General in respect of the recommendation in para. 145 (a) of the report of the Panel above.
150	12	139	Additional resources should be devoted in mission budgets to public information and the associated personnel and information technology required to get an operation's message out and build effective internal communication links.	Peacekeeping mission budgets	To be implemented on a case-by-case basis. The Public Information Unit proposed to be established within DPKO would bear primary responsibility for ensuring that due consideration is given to the Panel's recommendation.
169 (a)	13 (a)	112-116	The Secretariat should prepare a global logistics support strategy to enable rapid and effective mission deployment within the time lines proposed and corresponding to planning assumptions established by the substantive offices of DPKO.	FALD (DPKO), DM	FALD, supported by DM, is to address all issues in the Panel's recommendations in paras. 169 (a)-(f) of its report in tandem, with participation from OIOS, commencing work in January 2001. Detailed proposals will be submitted to the General Assembly in the context of the next report on implementation of the Panel's recommendations.
169 (b)	13 (b)	112-116	The General Assembly should authorize and approve a one-time expenditure to maintain at least five mission start-up kits at the United Nations Logistics Base at Brindisi, Italy, which should include rapidly deployable communications equipment. The start-up kits should then be routinely replenished with funding from the assessed contributions to the operations that drew on them.	United Nations Logistics Base at Brindisi, peacekeeping missions	See action indicated above in connection with implementation of the Panel's recommendation in respect of para. 169 (a) of its report.

Main report	Annex III (Paragraph references)	A/55/502	Recommendations of the Panel	Departments and offices affected	Comments
169 (c)	13 (c)	112-116	The Secretary-General should be given authority to draw up to $50 million from the Peacekeeping Reserve Fund once it became clear that an operation was likely to be established, with the approval of the Advisory Committee on Administrative and Budgetary Questions but prior to the adoption of a Security Council resolution.	DPKO	See action indicated above in connection with implementation of the Panel's recommendation in respect of para. 169 (a) of its report.
169 (d)	13 (d)	112-116	The Secretariat should undertake a review of procurement policies and procedures (with proposals to the General Assembly for amendments to the Financial Rules and Regulations, as required), to facilitate in particular the rapid and full deployment of an operation within the proposed time lines.	DM, DPKO	See action indicated above in connection with implementation of the Panel's recommendation in respect of para. 169 (a) of its report.
169 (e)	13 (e)	112-116	The Secretariat should conduct a review of the policies and procedures governing the management of financial resources in the field missions with a view to providing field missions with much greater flexibility in the management of their budgets.	DM, DPKO	See action indicated above in connection with implementation of the Panel's recommendation in respect of para. 169 (a) of its report.
169 (f)	13 (f)	112-116	The Secretariat should increase the level of procurement authority delegated to the field missions (from $200,000 to as high as $1 million, depending on mission size and needs) for all goods and services that are available locally and are not covered under systems contracts or standing commercial services contracts.	DM	See action indicated above in connection with implementation of the Panel's recommendation in respect of para. 169 (a) of its report.

Main report	Annex III	A/55/502	Recommendations of the Panel	Departments and offices affected	Comments
	(Paragraph references)				
197 (a)	14 (a)	119-120	The Panel recommends a substantial increase in resources for Headquarters support of peacekeeping operations, and urges the Secretary-General to submit a proposal to the General Assembly outlining his requirements in full.	DPKO, OHCHR, Treasury (DM), Contributions Service (DM), OPPBA, OHRM, OCSS, OLA, United Nations Security Coordinator	The request contained in A/55/507 and Add.1 does not represent the complete need, but rather a realistic indication of the areas that need to be strengthened in the immediate term. The full requirements will be submitted after the completion of the comprehensive staff strategy for peace operations, as indicated in para. 105 of the implementation report in connection with the recommendation in para. 145 of the report of the Panel.
197 (b)	14 (b)	121	Headquarters support for peacekeeping should be treated as a core activity of the United Nations, and as such the majority of its resource requirements for this purpose should be funded through the mechanism of the regular biennial programme budget of the Organization.	DPKO, OHCHR, DM, OPPBA, OHRM, OCSS, OLA, United Nations Security Coordinator	There remains a need to properly define a predictable baseline level and mechanism of funding for Headquarters support to peacekeeping and for temporary increases in activity. This will be addressed in the next report. As requested by the Special Committee on Peacekeeping, a comprehensive review of Headquarters support would be initiated in November 2000 of the management structure, recruitment processes and interrelationships of all relevant elements within the Secretariat.
197 (c)	14 (c)	120	Pending the preparation of the next regular budget submission, the Panel recommends that the Secretary-General approach the General Assembly with a request for an emergency supplemental increase to the support account to allow immediate recruitment of additional personnel, particularly in DPKO.	DPKO, OHCHR, OPPBA, OHRM, OCSS, OLA	See A/55/507 and Add.1 as they relate to DPKO, OLA, UNHCR, OPPBA, OHRM and OCSS.

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Main report	*Annex III*	*A/55/502*			
	(Paragraph references)		*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
233 (a)	16 (a)	126	The current Military and Civilian Police Division should be restructured, moving the Civilian Police Unit out of the military reporting chain. Consideration should be given to upgrading the rank and level of the Civilian Police Adviser.	DPKO	See A/55/507/Add.1, paras. 5.95, 5.118 and 5.124. The Civilian Police Division is proposed to be a new division outside the military reporting chain, and the reclassification of the post of the Civilian Police Adviser from the D-1 to the D-2 level is proposed.
233 (b)	16 (b)	131-132 (see also para. 41)	The Military Adviser's Office in DPKO should be restructured to correspond more closely to the way in which the military field headquarters in United Nations peacekeeping operations are structured.	DPKO	See A/55/507/Add.1, paras. 5.102-5.117 for proposals on the restructuring of the Military Division along the lines indicated in paras. 131 and 132 of the implementation report, as recommended in para. 233 (b) of the report of the Panel.
233 (c)	16 (c)	127-130	A new unit should be established in DPKO and staffed with the relevant expertise for the provision of advice on criminal law issues that are critical to the effective use of civilian police in United Nations peace operations.	DPKO	See A/55/507/Add.1, paras. 5.98-5.101, relating to the proposed establishment of a Criminal Law and Judicial Advisory Unit within the Office of Military and Civilian Affairs.
233 (d)	16 (d)	117	The Under-Secretary-General for Management should delegate authority and responsibility for peacekeeping-related budgeting and procurement functions to the Under-Secretary-General for Peacekeeping Operations for a two-year trial period.	DM, OPPBA, OCSS, DPKO	The Secretary-General considers that, in view of the fact that the entire logistics support system for the field needs to be enhanced and effectively redesigned, it would be premature at this stage to decide where these key functions and activities are performed before having decided how they will be undertaken. Action on the recommendation has been postponed until the logistics support strategy and procedural reviews of the field procurement and financial systems have been undertaken.

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Main report	*Annex III (Paragraph references)*	*A/55/502*	*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
233 (e)	16 (e)	140-141 (see also para. 40)	The Lessons Learned Unit should be substantially enhanced and moved into a revamped DPKO Office of Operations.	DPKO	See A/55/507/Add.1, paras. 5.21-5.25. **Difference**: The Secretary-General does not propose moving the Lessons Learned Unit from the Office of the Under-Secretary-General to the Office of Operations at this time. Given the importance he attaches to this function, the Under-Secretary-General for Peacekeeping Operations will personally oversee its development at this early stage.
233 (f)	16 (f)	123-125	Consideration should be given to increasing the number of Assistant Secretaries-General in DPKO from two to three, with one of the three designated as the Principal Assistant Secretary-General and functioning as the deputy to the Under-Secretary-General.	DPKO	See A/55/507/Add.1, para. 5.97.
217	15	49-63 (see also para. 64.66)	Integrated mission planning and support: IMTFs, with members seconded from throughout the United Nations system, as necessary, should be the standard vehicle for mission-specific planning and support. IMTFs should serve as the first point of contact for all such support, and IMTF leaders should have temporary line authority over seconded personnel, in accordance with agreements between DPKO, DPA and other contributing departments, programmes, funds and agencies.	DPA, DPKO, OHCHR, OCHA and other departments as required	See A/55/507, paras. 21-23. No additional resources are being requested specifically for the creation of IMTF since it is conceived as a task force and not as a permanent organizational unit.

Main report	Annex III	A/55/502 (Paragraph references)	Recommendations of the Panel	Departments and offices affected	Comments
238	17	133-138	A unit for operational planning and support of public information in peace operations should be established, either within DPKO or within a new Peace and Security Information Service in DPI, reporting directly to the Under-Secretary-General for Communications and Public Information.	DPKO, DPI	A new unit is proposed to be established within the Office of Operations of DPKO. (See A/55/507/Add.1, paras 5.31, 5.42 and 5.43.) The location of the unit in DPKO would facilitate effective operations.
243 (a)	18 (a)	21-24 (see also para. 47)	The Panel supports the Secretariat's effort to create a pilot Peace-building Unit within DPA, in cooperation with other integral United Nations elements, and suggests that regular budgetary support for the unit be revisited by the membership if the pilot programme works well. This programme should be evaluated in the context of guidance the Panel has provided in paragraph 46 of its report, and if considered the best available option for strengthening United Nations peace-building capacity it should be presented to the Secretary-General within the context of the Panel's recommendation contained in paragraph 47 (d) of its report.	DPA (extrabudgetary)	A Peace-building Unit will be established, to be financed from extrabudgetary resources. (See A/55/507/Add.1, paras. 3.17-3.19.) ECPS, in consultation with other executive committees, is to formulate a plan to address the issues related to peace-building in the Panel's recommendation by the end of March 2001.
243 (b)	18 (b)	143	The Panel recommends that regular budget resources for Electoral Assistance Division programmatic expenses be substantially increased to meet the rapidly growing demand for its services, in lieu of voluntary contributions.	DPA	(See A/55/507/Add.1, paras. 3.30-3.33.)

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Main report	*Annex III*	*A/55/502*			
	(Paragraph references)		*Recommendations of the Panel*	*Departments and offices affected*	*Comments*
243 (c)	18 (c)	118	To relieve demand on FALD and the Executive Office of DPA, and to improve support services rendered to smaller political and peace-building field offices, the Panel recommends that procurement, logistics, staff recruitment and other support services for all such smaller, non-military field missions be provided by UNOPS.	DPA, DPKO	The Secretary-General believes that, in principle FALD should provide support to all United Nations peace operations and should be given resources to do so. Until such time as FALD and other Secretariat administrative structures have been given the necessary resources to adequately support non-military field missions, UNOPS would be called upon to do so. In this connection, the related resources for UNOPS would be requested in the budgets of peace operation missions, as and when they are submitted to the General Assembly.
245	19	144-145	Peace operations support in OHCHR: the Panel recommends substantially enhancing the field mission planning and preparation capacity of OHCHR, with funding partly from the regular budget and partly from peace operation mission budgets.	OHCHR	(See section 22, Human rights, of the programme budget for the biennium 2000-2001,[c] and A/55/507/Add.1, paras. 22.1-22.27.)
251	20 (a)	146-153	Headquarters peace and security departments need a responsibility centre to devise and oversee the implementation of common information technology strategy and training for peace operations, residing in the Information and Strategic Analysis Secretariat. Mission counterparts to the responsibility centre should also be appointed to serve in the offices of the special representatives of the Secretary-General in complex peace operations to oversee the implementation of the strategy.	DPA, DPI (see also recommendation 75 above)	(See A/55/507/Add.1, paras 3.13-3.16, 26.5-26.8 and 26.12-26.16.)

Main report	Annex III (Paragraph references)	A/55/502	Recommendations of the Panel	Departments and offices affected	Comments
258 (a)	20 (b)	146-153	The Information and Strategic Analysis Secretariat, in cooperation with the Information Technology Services Division, should implement an enhanced peace operations element on the current United Nations Intranet and link it to the missions through a peace operations Extranet.	DPA, OCSS, peacekeeping mission	(See A/55/507, para 24.) More detailed proposals will be submitted in the second report of the Secretary-General on the implementation of the Panel's recommendations.
258 (b)	20 (c)	146-153	Peace operations could benefit greatly from more extensive use of geographic information systems technology, which quickly integrates operational information with electronic maps of the mission area, for applications as diverse as demobilization, civilian policing, voter registration, human rights monitoring and reconstruction.	DPA	See action taken in connection with the recommendation in para. 258 (a) of the report of the Panel.
258 (c)	20 (d)	146-153	The information technology needs of mission components with unique information technology needs, such as civilian police and human rights, should be anticipated and met more consistently in mission planning and implementation.	DPKO, OCSS, DPA	See action taken in connection with the recommendation in para. 258 (a) of the report of the Panel.

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Main report	Annex III	A/55/502			
	(Paragraph references)		Recommendations of the Panel	Departments and offices affected	Comments
263	20 (e)	154	The Panel encourages the development of web site co-management by Headquarters and the field missions, in which Headquarters would maintain oversight but individual missions would have staff authorized to produce and post web content that conforms to basic presentational standards and policy.	DPI, OCSS, DPKO and other departments as required	A thorough review of current practices both at Headquarters and in the field will be undertaken in order to establish a coordinated policy regarding the development, management and hosting of web sites by peace missions (including co-management by Headquarters) and to specify the resources required for its implementation (infrastructure, staff and budgeting, including any specific language requirements). In the meantime, DPI will continue to create and maintain web sites related to peace operations

[a] A/55/305-S/2000/809.
[b] A/55/502.
[c] *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 6* (A/54/6/Rev.1).

Annex II

Timetable for actions/reports in implementation of the report of the panel on United Nations peace operations

Date	*Action required as indicated in the implementation report of the Secretary-General*[a]	*Department office responsible*
November 2000	Initiate a comprehensive review of management structure, recruitment processes and interrelationship of all relevant elements within the Secretariat that play a role in peacekeeping operations (para. 121)	DPKO, OHCHR, DM, OPPBA, OHRM, OCSS, OLA, United Nations Security Coordinator
January 2001	Completion of needs assessment of the areas in which it would be feasible and useful to draft a simple, common set of interim procedures on the subject (para. 33)	OLA, Centre for International Crime Prevention, OCHR, UNDP, UNICEF, Office of the Special Adviser on Gender Issues, UNMIK, UNTAET
January 2001	Commencement of work on logistics strategy, procurement policies, management of financial resources (para. 113)	DPKO, DM, OIOS
February 2001	Establishment by senior appointments group of profiles for senior appointments in peace operations, expansion of roster, identification of senior United Nations personnel (para. 70)	DPA, DPKO, OCHA, OHCHR, OHRM, Office of Special Adviser on Gender Issues, UNDP
February 2001	Report to Secretary-General on detailed plan for formation of coherent brigade-sized forces as part of standby arrangements system (para. 89)	DPKO
February 2001	Publication of "Principles and guidelines for United Nations civilian police operations" (para. 95)	DPKO
March 2001	Formulation of plan by Executive Committee on Peace and Security to strengthen the permanent capacity of the United Nations to develop peace-building strategies (para. 23)	DPA
March 2001	Recommendations to Secretary-General on improving the selection, training and support to resident coordinators who are sent to areas with strong prevention and peace-building demands (para. 73)	UNDP
March 2001	Completion of standardization of the management and deployment of civilian police	DPKO

Date	*Action required as indicated in the implementation report of the Secretary-General*[a]	*Department/office responsible*
	(para. 98)	
March 2001	Report to Secretary-General on plan of action for delegation of recruitment authority to peacekeeping operations (para. 108)	DPKO, OHRM and Office of the Special Adviser on Gender Issues
Early 2001	UNITAR to conduct first seminar for the Special Representatives of the Secretary-General (para. 75)	UNITAR
April 2001	Finalization of revised pre-deployment training package for civilian police (para. 98)	DPKO
May 2001	Report to Security Council on conflict prevention (paras. 16 and 28)	DPA
July 2001	First draft of interim rules of criminal law and criminal procedure (para. 34)	OLA, etc.
Early 2002	Submission to General Assembly of a comprehensive staffing strategy for peace operations, reform of Field Service personnel and establishment of Internet/Intranet roster of pre-selected civilian candidates; interdepartmental team to be established (para. 107)	All relevant departments
Mid-2002	Completion of projects related to supporting civilian police component in peacekeeping operations (para. 97)	DPKO
	Development of proposals on baseline level and mechanism of funding for Headquarter support to peacekeeping operations and comprehensive review of management structure, recruitment processes and interrelationships of all relevant elements within the Secretariat that play a role in peacekeeping operations (para. 121)	DPKO
	Training/briefings procedures to be drawn up by the senior appointment group to be used as standard practice for all selected senior mission personnel (para. 72)	DPA, DPKO, OCHA, OHCHR, OHRM, DESA, UNDP
	Report to Secretary-General on ways to enable flow of information on availability of assets for standby arrangements (para. 80)	DPKO
	Establishment of procedures to contact standby arrangements system participants on availability of their assets (para. 81)	DPKO

Date	*Action required as indicated in the implementation report of the Secretary-General*[a]	*Department/office responsible*
	Examination of proposals for establishment of United Nations military staff college (para. 88)	DPKO
	Guidelines and standard operating procedures related to principles and practices of the rule of law in peace operations to be drafted (para. 102)	DPKO, OLA, OHCHR, UNDP

[a] A/55/502.

Annex III

Summary of movement of posts, functions and resources from one unit to another

Transfers from			*Transfers to*							
			Information and Strategic Analysis Secretariat DPA							
Department/organizational unit		*Cost (thousands of United States dollars)*	*Office of the Director*	*Cost (thousands of United States dollars)*	*Strategic Planning and Analysis Service*	*Cost (thousands of United States dollars)*	*Information Management Service*	*Cost (thousands of United States dollars)*	*Public Information Unit, Office of Operations, DPKO*	*Cost (thousands of United States dollars)*
DPA										
Policy Planning Unit										
Political Affairs Officer	(2) P-4	(248.8)	1 P-4	124.4	1 P-4	124.4				
Secretary	(2) GS	(117.0)			2 GS	117.0				
		(365.8)		**124.4**		**241.4**				
DDA										
Weapons of Mass Destruction Branch										
Political Affairs Officer	(1) P-3	(103.7)			1 P-3	103.7				
DPKO										
Policy Analysis and Lessons Learned Unit, Office of the USG										
Associate Political Affairs Officer	(1) P-2	(81.7)			1 P-2	81.7				
Africa Division, Office of Operations										
Political Affairs Officer	(1) P-4	(124.4)			1 P-4	124.4				
Asia and Middle East Division, Office of Operations										
Political Affairs Officer	(1) P-5	(143.2)			1 P-5	143.2				
		(349.3)				**349.3**				
DESA										
Statistical Office										
Senior Statistician	(1) P-5	(143.2)			1 P-5	143.2				
OCHA										
Information Management and Service Branch										
Humanitarian Affairs Officer	(1) P-4	(124.4)					1 P-4	124.4		

Transfers from			*Transfers to*							
			Information and Strategic Analysis Secretariat DPA						*Public Information Unit, Office of Operations, DPKO*	
Department/organizational unit		*Cost (thousands of United States dollars)*	*Office of the Director*	*Cost (thousands of United States dollars)*	*Strategic Planning and Analysis Service*	*Cost (thousands of United States dollars)*	*Information Management Service*	*Cost (thousands of United States dollars)*		*Cost (thousands of United States dollars)*
DPI										
Media Monitoring and Analysis Section, News and Media Division										
Chief of Section	(1) P-5	(143.2)					1 P-5	143.2		
Information Officer	(1) P-3	(103.7)					1 P-3	103.7		
Associate Information Officer	(1) P-2	(81.7)					1 P-2	81.7		
Social Science Assistant	(1) GS (OL)	(58.5)					1 GS (OL)	58.5		
Information Assistant	(1) GS (OL)	(58.5)					1 GS (OL)	58.5		
Information Clerk	(1) GS (OL)	(58.5)					1 GS (OL)	58.5		
Secretary	(2) GS (OL)	(117.0)					2 GS (OL)	117.0		
Non-post object		(25.0)						25.0		
Subtotal		**(646.1)**						**646.1**		
Cartographic Section, Library and Information Division										
Chief of Section	(1) P-5	(143.2)					1 P-5	143.2		
Cartographers	(3) P-3	(311.1)					3 P-3	311.1		
Graphic Information System Officer	(1) P-2	(81.7)					1 P-2	81.7		
Cartographic Assistant	(1) GS	(58.5)					1 GS	58.5		
Non-post objects		(13.0)						13.0		
Subtotal		**(607.5)**						**607.5**		
Peace and Security Section Public Affairs Division										
Chief of Section	(1) P-5	(143.2)							1 P-5	143.2
Information Officer	(1) P-4	(124.4)							1 P-4	124.4
Information Officer	(2) P-3	(207.4)							2 P-3	207.4
Librarian	(1) P-3	(103.7)							1 P-3	103.7
Secretary	(1) GS	(58.5)							1 GS	58.5
Public Information Assistant	(1) GS	(58.5)							1 GS	58.5
Subtotal		**(695.7)**								**695.7**

Annex IV

Status of redeployed posts

Department/organizational unit		
DPA		
Policy Planning Unit	2 P-4	Encumbered
Political Affairs Officer	2 GS	Encumbered
Secretary		
DDA		
Weapons of Mass Destruction Branch		
Political Affairs Officer	1 P-3	Encumbered
DPKO		
Policy Analysis and Lessons Learned Unit, Office of the USG		
Associate Political Affairs Officer	1 P-2	Encumbered
Africa Division, Office of Operations		
Political Affairs Officer	1 P-4	Encumbered
Asia and Middle East Division, Office of Operations		
Political Affairs Officer	1 P-5	Encumbered
DESA		
Statistical Office		
Senior Statistician	1 P-5	Encumbered
OCHA		
Information Management and Service Branch		
Humanitarian Affairs Officer	1 P-4	Encumbered
DPI		
Media Monitoring and Analysis Section, News and Media Division		
Chief of Section	1 P-5	Vacant
Information Officer	1 P-3	Encumbered
Associate Information Officer	1 P-2	Encumbered
Social Science Assistant	1 GS (OL)	Encumbered
Information Assistant	1 GS (OL)	Encumbered
Information Clerk	1 GS (OL)	Encumbered
Secretary	2 GS (OL)	Encumbered
Cartographic Section, Library and Information Division		
Chief of Section	1 P-5	Encumbered
Cartographers	3 P-3	Encumbered
Graphic Information System Officer	1 P-2	Encumbered
Cartographic Assistant	1 GS	Encumbered

Department/organizational unit		
Peace and Security Section, Public Affairs Division		
Chief of Section	1 P-5	Encumbered
Information Officer	1 P-4	Encumbered
Information Officer	1 P-3	Encumbered
Information Officer	1 P-3	Vacant
Librarian	1 P-3	Vacant
Secretary	1 GS	Encumbered
Public Information Assistant	1 GS	Encumbered

Annex V

Electoral assistance requests for assistance not fulfilled

Month of request	*Member State*	*Response*
1998		
February	Nicaragua	Unable to fulfil request to send United Nations observers for the elections of 1 March 1998 on the Atlantic coast due to insufficient lead time.
May	Equatorial Guinea	Request for coordination of international observers and for assistance in mobilizing resources in connection with the legislative elections scheduled for November 1998. Elections were later postponed and no further request was received.
July	Azerbaijan	Unable to fulfil request to send United Nations observers for the presidential elections of 11 October 1998. The provision of technical assistance was suggested, but no further action was requested.
July	Gabon	Unable to fulfil request to send United Nations observers for the presidential elections of 6 December 1998. The United Nations informed the Government of its willingness to send a mission to assess the political conditions and to recommend to the electoral authorities the most appropriate assistance. The lateness of the reply from the Government precluded the sending of a mission.
August	Burkina Faso	Unable to fulfil request to send observers for the presidential elections of 15 November 1998 due to insufficient lead time.
October	Democratic Republic of the Congo	Unable to fulfil request for funding the electoral census in preparation for a referendum and general elections in 1999 for lack of funds.
October	Sao Tome and Principe	Unable to fulfil request to send United Nations observers for the legislative elections of 8 November 1998 due to insufficient lead time.
October	Kyrgyzstan	Unable to fulfil request to send United Nations observers for the referendum of 17 October 1998 due to insufficient lead time.
October	Venezuela	Unable to fulfil request to send United Nations observers for the presidential elections held 6 December 1998 due to insufficient lead time.

Month of request	*Member State*	*Response*
November	Guinea	Unable to fulfil request to send United Nations observers for the presidential elections of 14 December 1998 due to insufficient lead time.
1999		
January	Equatorial Guinea	Unable to fulfil request to send United Nations observers for the legislative elections of 7 March 1999 due to insufficient lead time.
February	Congo	Request for assistance for upcoming elections. More detailed information requested. No further action was requested.
March	Togo	Unable to fulfil request to send United Nations observers for the legislative elections of 21 March (first round) and 4 April 1999 (second round) due to insufficient lead time.
March	Kyrgyzstan	Request to support the elections in 2000. Needs assessment mission conducted in August 1999 and report submitted. No further action taken.
September	Ukraine	Unable to fulfil request to send United Nations observers for the presidential election of 31 October 1999 due to insufficient lead time.
October	Uzbekistan	Unable to fulfil request to send United Nations observers for the parliamentary elections of 15 December 1999 due to insufficient lead time.
November	Zimbabwe	Request for technical assistance for the legislative elections scheduled for March 2000. Assessment mission conducted in December 1999. No further action taken in 1999.
2000		
April	Venezuela	Unable to fulfil request to send United Nations observers for the national elections of 28 May 2000 due to insufficient lead time.
May	Equatorial Guinea	Unable to fulfil request to send United Nations observers for the national elections of 28 May 2000 due to insufficient lead time.
May	Romania	Unable to fulfil request to send United Nations observers for the local elections of 4 June 2000 due to insufficient lead time.

Month of request	*Member State*	*Response*
May	Nicaragua	Request to send United Nations observers for the municipal election of 5 November 2000 not fulfilled as observation activities were deferred to the Organization of American States, the lead organization in the region. Technical monitoring provided instead on key electoral legal issues through the pre-election period.
May	Uganda	Unable to fulfil request to send United Nations observers for the referendum on the political system on 29 June 2000 due to the lack of lead time.
June	Zimbabwe	Unable to fulfil request to send United Nations observers for the parliamentary elections on 24 and 25 June 2000 due to disagreement with the Government on observation modalities.
July	Venezuela	Unable to fulfil request to send observers for the general elections on 30 July 2000 due to the lack of lead time.
August	Azerbaijan	Unable to fulfil request to send United Nations observers for the Milli Majlis elections of 6 November 2000 as observation activities are deferred to the Organization of Security and Cooperation in Europe, the regional lead organization.
September	Haiti	Unable to fulfil request for technical assistance for the presidential elections on 26 November 2000 due to the political situation in the country.

Abbreviations used in the annexes

DDA	Department for Disarmament Affairs
DESA	Department of Economic and Social Affairs
DM	Department of Management
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
ECPS	Executive Committee on Peace and Security
FALD	Field Administration and Logistics Division
IMTF	Integrated Mission Task Force
NGO	non-governmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
OCSS	Office of Central Support Services
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OPPBA	Office of Programme Planning, Budget and Accounts
UNDP	United Nations Development Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNMIK	United Nations Interim Administration Mission in Kosovo
UNOPS	United Nations Office for Project Services
UNTAET	United Nations Transitional Administration in East Timor